

Exhibit 3

Resumes Of Key Personnel

SENIOR MANAGEMENT TEAM

Harold Grossnickle **Chairman and Chief Executive Officer**

Mr. Grossnickle's 30-year career in the telecommunications industry began with AT&T Long Lines. His responsibilities have been in network operations, network engineering, product development/management and sales. He has held executive and senior executive positions, including Vice President of an AT&T strategic business unit and President of a Global Crossing strategic business unit. While at Global Crossing, Mr. Grossnickle established a worldwide operations and maintenance organization - Global Crossing Network Center, Ltd. ("GCNC") - to support the subsea and terrestrial networks comprising Global Crossing's end-to-end network. GCNC included a Customer Care and Billing Operations organization headquartered in Bermuda, a global Network Operations Center located in London, regionally deployed Operations Centers supporting terrestrial networks, and various on-site work forces throughout the world. Six hundred people work for GCNC and its U.K. subsidiary, Global Crossing Network Center (UK), Ltd.

Mr. Grossnickle earned a Bachelor of Science degree in Industrial Engineering at Iowa State University and a Masters of Business Administration degree at the University of Missouri.

Robert Snyder **Vice President Network Operations**

Mr. Snyder joined Sphera in May 2000 as Vice President of Network Operations. With twenty years of operations, customer service, marketing, business development and sales experience in telecommunications, professional services and software, Mr. Snyder has developed expertise in both U.S. and international markets. Prior to joining Sphera, Mr. Snyder was with AT&T Labs as a Director - Global Sales & Operations responsible for the distribution and customer implementation of a new software product. Responsibilities also included the identification of target markets, the initiation of direct sales at the executive level, and the negotiation and subsequent implementation of contracts. Prior to AT&T Labs, Mr. Snyder was involved with WorldPartners, an AT&T joint venture with KDD and Singapore Telecom, where he was responsible for recruiting other international carriers membership, successfully selling memberships to carriers in the Asia/Pacific, Europe, Africa and South America. Prior to WorldPartners, Mr. Snyder spearheaded the successful entry of AT&T into the network management services business.

Mr. Snyder holds a Bachelor of Science from Lehigh University and a Masters of Science from Texas A&M.

Rich Van Leeuwen **Chief Technology Officer and Vice President Network Engineering**

Mr. Van Leeuwen has 30 years of experience in the telecommunications industry. During his career he has held a number of technical and management positions in the areas of network planning and design, service, development, operations support system software development and network operations planning and implementation. Prior to joining Sphera, Mr. Van Leeuwen held the position of Director TNIN

Planning and Development at Global Crossing. In this capacity Mr. Van Leeuwen designed and implemented an integrated service and network management operations support system for Global Crossing's multi-supplier global transport network. Mr. Van Leeuwen spent the majority of his career at AT&T and Bell Laboratories. Prior to Global Crossing, Mr. Van Leeuwen was responsible for the development and deployment of the network operations support systems for AT&T local services. Mr. Van Leeuwen was also responsible for the technology planning and development of AT&T's packet services. Mr. Van Leeuwen led the service development team for the initial development and implementation of AT&T's frame relay service. Mr. Van Leeuwen began his carrier as a software developer at Bell Laboratories. He was responsible for the development and implementation of AT&T's bulk data file transfer system. This system was the standard file transfer system between UNIX and IBM processing environments within the Bell system.

Mr. Van Leeuwen holds a Master of Science degree in Operations Research from Columbia University and has completed post-graduate studies in Computer Science at Rutgers University.

Louise Bell
Chief Financial Officer

Ms. Bell, a former investment banker, joined Sphera in April 2000. Prior to joining the company, Ms. Bell had been a Managing Director in the Leveraged Finance Group of CIBC World Markets Corp. and was Head of Project Finance. Ms. Bell has specialized in international financing transactions with a particular emphasis on project finance for telecommunication companies. She was responsible for structuring the financing for the Atlantic Crossing, Pacific Crossing and Mid-Atlantic Crossing undersea cable systems for Global Crossing and more recently has been involved in arranging financing for numerous start-up CLECs. Ms. Bell's career in investment banking spans 15 years, six of which were spent in the London project finance market with CIBC world Markets Corp. as well as the Long-Term Credit Bank of Japan.

Scott T. Ryan
General Counsel and Vice President Strategic Planning

Mr. Ryan joined the Company in February 2000. Prior to starting at Sphera, Mr. Ryan was an associate at Simpson Thatcher & Bartlett where he specialized in legal transactions relating to the fiber optic industry. Mr. Ryan worked closely with Global Crossing executives in the build-out of Global Crossing's worldwide systems, and in structuring the Company's corporate and financial structure. He has negotiated and closed numerous deals involving the construction, operation, administration, maintenance and financing of fiber optic cable networks around the world. Mr. Ryan has also negotiated corporate mergers and acquisitions.

Mr. Ryan received his J.D. and M.A. from Duke University. He was graduated from DePauw University magna cum laude and Phi Beta Kappa.